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NATIONAL RESEARCH COUNCIL

MINUTES OF THE MEETING OF THE EXECUTIVE BOARD

AT THE NATIONAL RESEARCH COUNCIL BUILDING, DECEMBER 21, 1918, AT 10 A.M.

Present: Messrs. Bogert, Cross, Flinn, Howe, Hussey, Johnston, Manning, Mendenhall, Merriam, Millikan, Pupin, Walcott, Washburn, Welch, Woods, Woodward, and Yerkes.

The Chairman presented a report of the Committee on Reconstruction Problems. This Committee at its first meeting on August 18, 1918, adopted a program calling for research into the agencies and activities dealing with after-war problems. It appears that many organizations have taken up, or are about to take up, some phase of this far-reaching matter; so that, in theory at least, there are relatively few points not being covered. The Committee decided therefore to limit its efforts to a specific undertaking; and recommends the preparation of a comprehensive report on the whole question of the supply and control of water in relation to food and power production and other industries, a question which enters largely into all reconstruction plans throughout the world. In the compilation of data and preparation of this report it is proposed that each member of the Committee should cover one of the major topics, and that experts in Government service be invited to co-operate; and that the whole should be edited by some one person, with due credit to the several collaborators and sources of information.

Moved: That the plan presented by the Committee on Reconstruction Problems be approved, provided that it does not conflict with similar activities of present Government organizations and that the manuscript of the report having to do with reconstruction be submitted to the Committee on Publicity and Publications for approval before it is sent to press. *(Adopted.)*

Mr. Merriam, Chairman of the Committee on Organization, presented a report, in substance as follows:

The period of the war emergency having come to an end, so far as activities in most phases of research are concerned, the National Research Council must take up for immediate consideration the extent of readjustment necessary in order to adapt its machinery most perfectly for functioning through the period of reconstruction and in normal times of peace.

In the evolution of the Research Council the first stage was that of a temporary organization intended to continue for a period not longer than one year, within which time it was assumed that the best mode of operation would become evident. The entrance of America into the war made necessary considerable modification of the temporary machinery in order to permit concentration of effort within the briefest limits of time and space. These shifts were not presumed to lead in all cases in the direction of permanent organization, and suggestions relating to the ultimate plan upon which the work of the Council was to be based continued under discussion through the period of the war. While it is not necessary to assume that either the aims or the plan of operation of the Council must be materi-

ally altered for the immediate future, it is certain that the tremendous change of conditions in the country incident to ending of the war makes necessary the immediate consideration of adaptability of the Council's present machine for handling the next problems to come before it. Not only must the question as to our present situation be answered for ourselves, but we must make clear to the research men of the country that the Council has fully considered this matter and that, recognizing changing conditions, it is fitting itself as rapidly as possible into the best position for future work.

The aims and purposes of the Research Council have from the beginning covered the broadest relations and applications of science. In recent months the work has been expressed in effort to assist in bringing science to bear upon problems of war. From this experience it has been clear that efficiency of the nation in war is in considerable measure dependent upon the most intimate correlation of scientific interests, such as is also needed in time of peace. With the cessation of hostilities, we find our problem differing largely in mode of application of results of research and in the larger freedom to consider stimulation and correlation of scientific investigation and initiation of new enterprises.

The skeleton of the present war organization of the Research Council appears in general to furnish a satisfactory basis for operation in time of peace. The principal modifications needed involve:

(1) The placing of larger emphasis upon the initiation, stimulation, and correlation of fundamental researches.

(2) Reorganization of the Divisions so as to secure a wide representation of the major research interests in the country regardless of geographic location of the members.

Owing to the immediate need for securing assistance of science in handling emergency problems, the work of the Council has recently tended toward the extreme of application of results of research, rather than toward the stimulation or initiation of work on new problems. With relief from urgent requirements for application of available research data in war, it becomes possible for the investigator to concern himself more particularly with researches in science and technology, depending upon his cooperation with the engineer for application of results secured. At the same time that we are relieved from extraordinary requirements in application of research we are given the possibility of bringing into conference with the Research Council a considerable group of men whose participation in the work of this organization has been difficult because of geographic situation.

Accordingly it is considered that the organization of the National Research Council should be such as to render it an effective federation of the research agencies of the country. To this end a large proportion of the membership of the Council will be nominated by the national scientific and technical societies. All members will be appointed for periods of three years, and will be grouped into a series of divisions each of which will deal with related branches of science and technology or with some specific phase of activity of the Council. Each Division will elect a Chairman, Vice-Chairman and Executive Committee to administer the affairs of the Division. The Chairman and Vice-Chairman of each of the several Divisions, together with certain other members, shall be the Executive Board of the Council; the officers of the Executive Board will be the officers of the Council as a whole. The Executive Board will determine the general policy of the Council; but each Division will be as autonomous as possible, and the policies of the several Divisions may differ in various respects provided that these do not conflict with the general policies of the Council.

Tentative plans, in accordance with the above general principles, were discussed at length; but no final conclusions were reached.

Moved: That the report of the Committee on Organization be approved with the recommendations contained therein. (Adopted.)

Moved: That the question of reorganization of the Divisions concerned with administrative, governmental and general relations, be referred to the Committee on Organization

for further consideration and that the Organization Committee in conference with the Divisions take up the problem of modification of the division organization. (*Adopted.*)

Moved: That the Executive Board ask for a conference at an early date with the Council of the National Academy of Sciences for the consideration of the recommendations set forth in the plans presented by the Committee on Organization. (*Adopted.*)

By request of Mr. Phinehas Stephens attention of the Research Council was called to the Smith-Howard Bill, the general purpose of which is to give grants of federal money to the several states for engineering experiment stations.

Moved: That a committee of six be appointed by the Chairman to recommend what action, if any, shall be taken by the National Research Council. (*Adopted.*)

The Chairman appointed as members of the Committee Messrs. Carty, Dunn (Chairman), Howe, Leuschner, Millikan and Pupin.

In response to a notice of the Secretary of the National Research Council dated November 29, a meeting of the Special Committee appointed to discuss the proposals in the Smith-Howard Bill for the establishment of engineering experiment stations was held at the offices of the National Research Council in Washington on Wednesday, December 4, 1918, at 9.30 a.m. There were present Messrs. Henry M. Howe, F. B. Jewett, John Johnston, A. O. Leuschner, J. C. Merriam, R. A. Millikan, M. I. Pupin, S. W. Stratton, C. D. Walcott, W. R. Whitney, and Gano Dunn, Chairman. Messrs. R. C. Maclaurin and Van H. Manning were unavoidably absent and Mr. Manning was represented by Mr. H. Foster Bain. By invitation Mr. Phinehas V. Stephens, author of the Smith-Howard Bill, attended the latter part of the meeting and participated in the discussion.

The text of the Smith-Howard Bill, as of November 8, 1918, was thoroughly analyzed and discussed and the text of a proposed substitute drafted by Major Leuschner was offered and considered. After much discussion certain principles were adopted as expressing the judgment of the Special Committee.

The report of the Special Committee was presented to the Executive Board and approved by it; and a small committee consisting of Messrs. Leuschner (Chairman), Howe, Johnston, and Pupin, was appointed to incorporate in a revised text of the Smith-Howard Bill the principles laid down by the Special Committee.

A revised text of the Smith-Howard Bill, presented to the Executive Board, was agreed to by the Board.

Mr. Howe reported that the Committee on Helmets and Body Armor had subscribed among themselves nearly \$2500 for carrying on the work of that Committee.

Moved: That a vote of thanks of the National Research Council be given to the members of the Committee on Helmets and Body Armor for their interest and support in carrying forward the research work of that Committee. (*Adopted.*)

Moved: That Bradley Stoughton be elected as a Second Vice-Chairman of the Division of Engineering. (*Adopted.*)

Moved: That Armin O. Leuschner be elected to represent astronomy on the Executive Committee of the Division of Physics, Mathematics, Astronomy, and Geophysics.

(*Adopted.*)

Moved: That the resignation of J. C. Merriam as Chairman of the Division of Geology and Geography be accepted with great regret; and that the National Research Council express its appreciation of the great services which he has rendered to the Council and convey to him a vote of thanks.

(*Adopted.*)

Moved: That Mr. Whitman Cross be elected Chairman of the Division of Geology and Geography, and that Mr. P. S. Smith be elected Vice-Chairman.

(*Adopted.*)

Mr. Rous stated that on December 4 the Rockefeller Foundation adopted the following resolution:

RESOLVED that the sum of Fifteen Thousand Dollars (\$15,000) be, and it is hereby appropriated, of which so much as may be necessary shall be paid to the NATIONAL RESEARCH COUNCIL for the special work in connection with the war emergency and the demobilization period, of the *Division of Medicine and Related Sciences* for the year 1919.

Moved: That the National Research Council transmit to the Rockefeller Foundation a vote of appreciation and thanks for its splendid support of the Division of Medicine and Related Sciences in its work carried on during the war emergency and the period of demobilization.

(*Adopted.*)

Moved: That the resignation, as of December 31, 1918, of R. M. Pearce and of Peyton Rous be accepted with regret; and that the National Research Council express its appreciation of the splendid work which they have accomplished as heads of the Division of Medicine and Related Sciences, and convey to them a vote of thanks for their assistance.

(*Adopted.*)

Moved: That the election of Colonel Russell as Acting Chairman and that of Major Hussey as Vice-Chairman of the Division of Medicine and Related Sciences be approved.

(*Adopted.*)

The meeting adjourned at 12.50.

PAUL BROCKETT, *Assistant Secretary.*